

INCREASED CUSTOMER VALUE

The importance of quality in every step

Quality is about trust in our products to work in every step. In our customers' processes as well as in their customers'. Increased quality awareness throughout the organization makes us sharpen our competitiveness.

TEXT SUSANNA LINDGREN PHOTO SACCHETTIFICIO NAZIONALE G. CORAZZA, IMAGE BANK

Profitable growth through increased customer value is one of four focus areas in BillerudKorsnäs' strategy for 2024. It involves the initiatives the divisions drive to sharpen customer deliveries and thereby increase customer value. In addition to a competitive portfolio of attractive products, to succeed we also need to increase production capacity and gain a deeper understanding of the market, our customers and their customers.

"Profitable growth through increased customer value is actually two initiatives; increased production – thorough expansion or acquisitions, which is something we do in the long term and maximizing customer value, which is about focusing on the projects we already have and about strengthening that work even more", says Mikael Andersson, Head of

Division Board in an article previously published on the intranet.

Susanne Eriksson is Section Manager for Process Development in Gävle and responsible for QA/QC, which stands for quality assurance and quality control. For her, the key to success lies in an increased understanding of our customers' processes and a deeper understanding of their challenges.

"In common for all our customers, regardless of where in the world they operate, are increasing demands on us to deliver a consistent and stable production, for them to achieve a consistent and high quality in their own and in their customers' production. Hence, we need to raise our eyes from the specification, think further and assess the impact any changes can make. If we start manufacturing in a different way, how does that impact the customer? What does that mean for the customer's customer?" Susanne says.



Susanne Eriksson,
Section Manager,
Process Development,
Board





Francesco Toson,
Sacchettificio Nazio-
nale G. Corazza



Annika Dahlberg, Qua-
lity Coordinator, Ope-
rations, Skärblacka

THE DEFINITION OF customer value varies between segments. Customer surveys clearly show though that good products of high quality and good service is what converters value most. The Italian compa-ny Sacchettificio Nazionale G. Corazza is a long-time customer of BillerudKorsnäs and has produced paper bags for almost 100 years. Their customers are found within certain segments in food production, in the chemical industry and among manufacturers of spe-cialty products in the building industry.

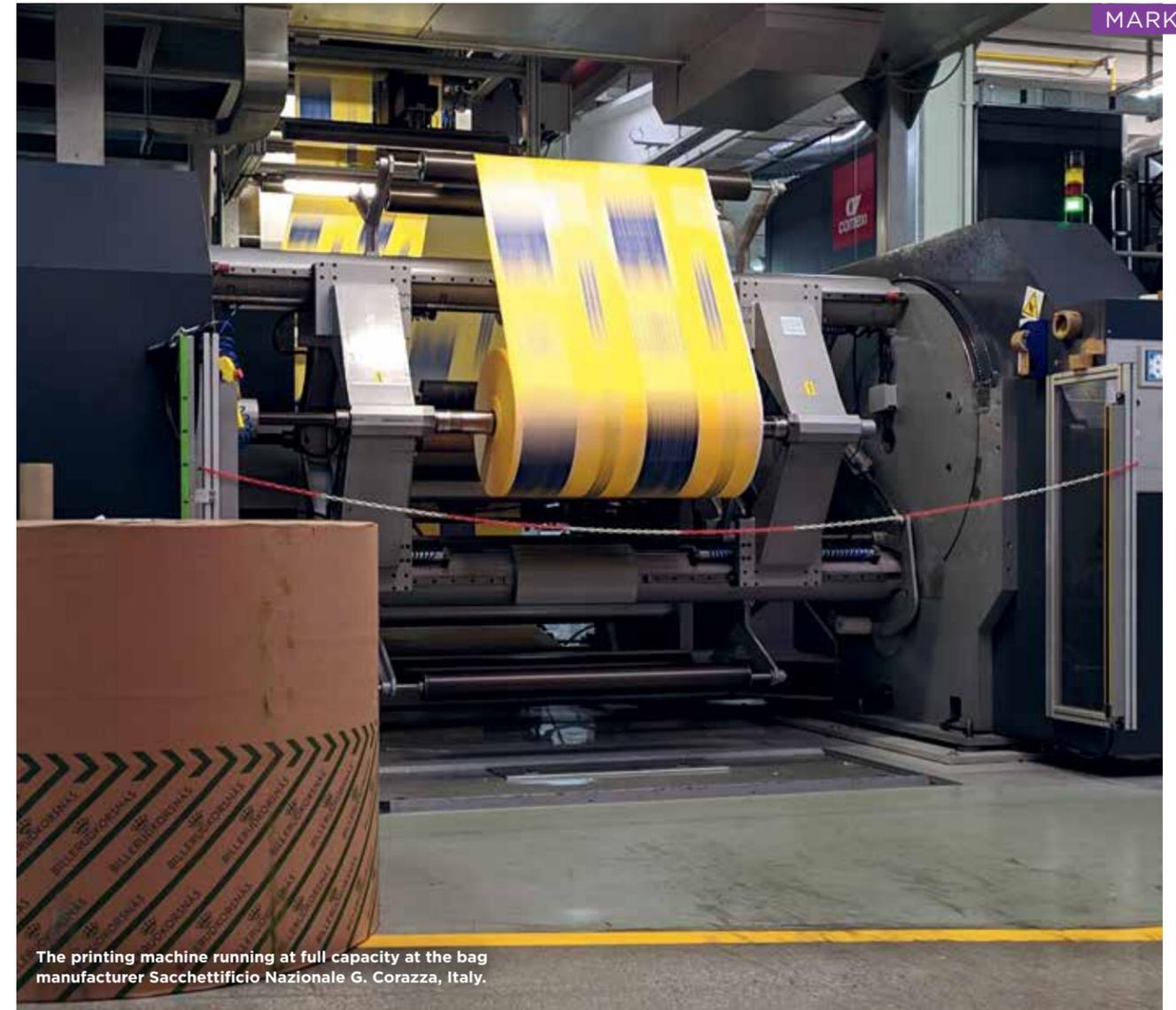
“In addition to a paper delivery that’s fully trace-able and non-contaminated, the strength of the pa-per is one of the most important parameters. It’s es-sential that the paper has the capacity to work under the high conditions of stress that our customers face when the bags are filled. Even small deviations can have major consequences. It is also within my area of responsibility to ensure that the paper meet the re-quirements for food packaging”, says Francesco To-son, who’s responsible for quality and food safety at the company.

Annika Dahlberg is the Production Engineer MG and Quality Coordinator Operations in Skärblacka. She has weekly meetings with Technical Customer Service where comments or customer complaints be-come the starting point for the quality work focus.

“The collaboration with Technical Customer Ser-vice and our salespeople is essential for the under-standing of our customers’ needs and drives our improvement work. Quality awareness have to per-meate the entire organization. Everyone needs to be aware of the importance of maintaining a consistent and high quality delivery”, says Annika.

During her 15 years at BillerudKorsnäs, she has seen increasingly structured focus on quality issues.

“But we have to get even better at learning from each other and taking advantage of the work done at other mills. And we have to listen to our customers and be responsive to the challenges they face”, says Annika.



The printing machine running at full capacity at the bag manufacturer Sacchettificio Nazionale G. Corazza, Italy.

CUSTOMER VALUE IN PRACTISE

What does customer value actually mean in practice and how do we work with this in a constructive way? Read the interview with Helene Biström, Head of Division Paper and Mikael Andersson, Head of Division Board where they elaborate on what this means for them and for their divisions.

+ Read more on *the intranet*.



STRATEGY 2024

Creating profitable growth through increased customer value is one of the cornerstones of our common future strategy for 2024. It is one of four priority areas that clarify what to focus on over the next few years, in order to deliver on our financial goals and fulfil our purpose - to challenge conven-tional packaging to create a sustainable future.

To succeed, a long-term competitive asset and product portfolio is required. The goal is to maxi-mize customer value and profitability by focusing on attractive products with high and consistent quality, segments, regions and customers, as well as creating a deeper understanding of the market, our customers and their customers.